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ABSTRACT

This book is aimed at managers, chief executives, personnel directors, and all those who want to know what action learning can do for their organizations. Part 1 (Chapters 1-3) provides a general introduction to action learning. It describes the underlying theory and principles of action learning and the benefits that organizations can expect to gain. It sets action learning in the wider context of management training and development and organizational development and reviews the implications of introducing action learning into the organization. Part 2 (Chapters 4-8) deals with the nuts and bolts of action learning. The preparatory stages and the start-up workshop are described in detail, as is the process of managing the action learning program during its various stages of development through to the presentation of results. Chapter 8 looks at aspects of implementing the recommendations made by action learning groups. Part 2 concentrates on the one-project-per-set model; Part 3 (Chapters 9-11) examines alternative approaches, including the open-set model. Chapter 10 is based on a collection of recent case histories, including some that went wrong and provided even more learning opportunities. Chapter 11 is devoted to the particular needs of the smaller organization. Appendixes provide the following: checklists for setting up and running action learning; 30 examples of action learning projects; team effectiveness workshop content; a list of 4 useful organizations; and an index. Contains 13 references. (YLB)

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